

SERVICE DELIVERY BUDGET IMPLEMETATION PLAN {SDBIP} FINAL 2019-2020

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INTRODUCTION

1. LEGISLATIVE FRAMEWORK IN TERMS OF THE MFMA

The Municipal Finance Management Act, 56 of 2003 requires Local Municipalities to develop and adopt the Service Delivery and Budget Implementation Plan to (SDBIP) give credence to the Budget. The Service Delivery Implementation Plan is a Strategic Management and Implementation tool, which sets in-year targets, such as quarterly service delivery monthly budgets targets.

Section 1 of the MFMA refers to the SDBIP as a “Service delivery and Budget Implementation Plan” means a detailed plan approved by the mayor of a municipal services and its annual budget, and which must indicate-

- a) Projections for each month of-
- b) Revenue to be collected by source
- c) Operational and Capital Expenditure, by vote
- d) Service Delivery Targets and Performance Indicators for each quarter
- e) Any other matter that may be prescribed

It is important to note that the SDBIP directly influences the development of the Municipal Organizational Performance Scorecard.

2. LEGAL FRAMEWORK

In terms of the provisions of the MFMA the processes for the submission, approval, implementation and revision of the Service Delivery and Budget Implementation Plan (SDBIP) are as follows:

Section 69 (3) (a)	Municipal Manager submit draft SDBIP to the Mayor within 14 days after the approval of the Budget
Section 53 (1) (c) (ii)	Mayor to take all reasonable steps to ensure that the Mayor approves the SDBIP within 28 days after the approval of the budget
Section 53 (1) (c) (iii)	Mayor to take all reasonable steps to ensure that the annual performance agreements of the Municipal Manger and all Senior Managers are linked to the SDBIP and Performance Objectives of approved budget.
Section 53 (3) (a)	Mayor must ensure that the SDBIP be made public within 14 days after the approval of the SDBIP
Section 53 (3) (b)	Mayor must ensure that the Performance Agreements of the Municipal Manager and Senior Managers are made public within 14 days after the approval of the SDBIP and copies submitted to council and MEC for Local Government in the Province

Section 69 (1) (a)	Municipal Manager to implement the Budget and to adjust expenditure if revenue is not in accordance with the Budget of the SDBIP
Section 71 (1) (g) (ii)	The Municipal Manager to report within 10 working days of the end of each month to the Mayor an explanation of any material variance from the SDBIP
Section 72	The Municipal Manager, by 25 January, to assess the performance of the municipality for the first half of the year taking into account the service delivery targets and performance indicators set in the SDBIP and submit a report on it to the mayor, the National Treasury and the Provincial Treasury. The report must include recommendations as to whether an adjustment budget is necessary, and is necessary, recommendations of revised projections of income and expenditure.
Section 54	The Mayor must, upon receiving the reports listed in section 71 and 72, check whether the budget is implemented in accordance with the SDBIP and make revisions with council's approval for an adjustment budget and changes to the performance indicators in the budget and SDBIP, issue instructions to the Municipal Manager to ensure the Budget is implemented according to the SDBIP, submit the section 72 report to Council by 31 January of each year and make any revision to the SDBIP public promptly.

3. OVERVIEW

The main objective of the Okhahlamba Local Municipality Draft SDBIP for 2019/2020 is to provide a critical link between the Mayor, Councillors and Administration, and facilitates the process for holding management accountable for its performance.

The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community. It shall be circulated internally and externally for purposes of monitoring the execution of the budget performance of senior management and achievement of strategic objectives of council.

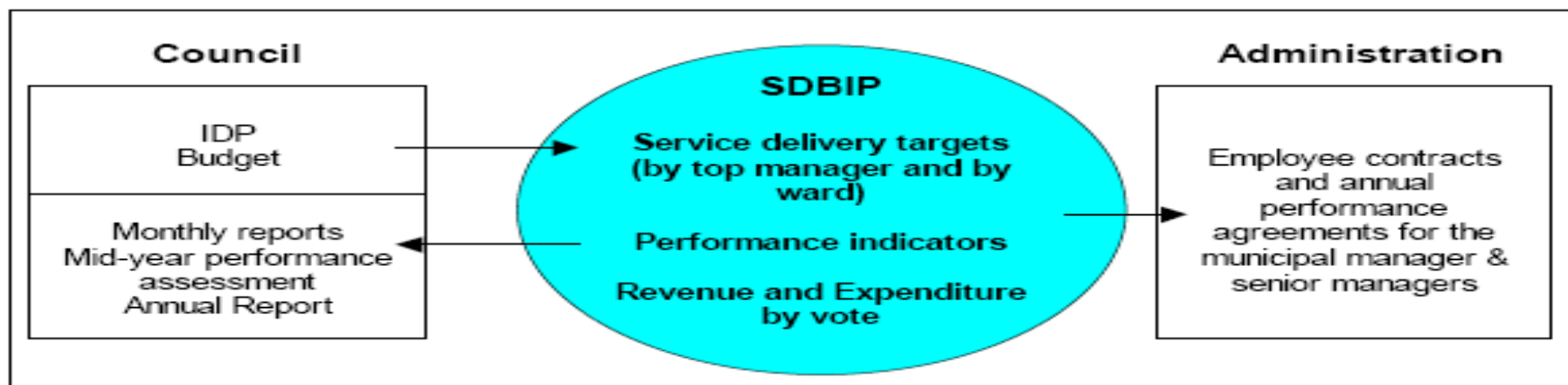
It enables the Municipal Manager to monitor the performance of senior managers and the Mayor to monitor the performance of the Municipal Manager, and for the council and community to monitor the performance of the Municipality.

The SDBIP will not ensure the appropriate monitoring of the Municipal Budget alone; rather it will serve as kernel of the development and adoption of the annual performance contracts for senior managers and the due phasing-in of performance systems in the lower level of management. It further provides a foundation for the overall annual and quarterly organization performance for the 2018/2019 financial Year.

The SDBIP is a layered plan. The top layer deals with consolidated service delivery targets and in-year deadlines and links these targets to each top manager. Each senior manager is expected to develop the lower layer of details of the SDBIP. The responsible manager must provide

more details on each output for which is responsible, break up these outputs into smaller outputs and then link these to each middle-level and junior manager. Much of this lower-layer detail will not be made public not tabled in council. Only the highest layer of information of the SDBIP will be made public or tabled in the council. This information should also include per ward information, particularly for key expenditure items on capital programmes and projects and service delivery. This will enable each ward councillor and ward committee to oversee service delivery in their wards.

Diagram 1
SDBIP “contract”



4. THE KEY COMPONENT OF THE SDBIP

4.1. Monthly projection of revenue to be collected for each source

One of the most and basic priorities for the Municipality is to collect all its revenue as budgeted for. The failure to collect the Municipal expected revenue will severely impact negatively on the Municipal ability to provide services to the community.

Credit Control meetings are responsible of the monitoring of the collection of revenue per week. Credit Control monitors achievements of targets and take measures to remedy such deviations form achieving set targets. Executive Committee shall receive monthly budget statements, which are firstly discussed at the Portfolio Committee, subsequently to EXCO.

Whilst it is important to understand cash flow projections, it is also critical to understand the relationship between revenue billed and the amount actually collected in the context of tariff, credit control and indigent policies. Comprehensive, coherent revenue policies that take into account appropriate service delivery levels and standards, people's ability to pay, and collection efforts will ensure realistic revenue projections and ultimately balanced budget.

4.2. Monthly Projections of expenditure (operating and capital) revenue for each vote (page 11-13)

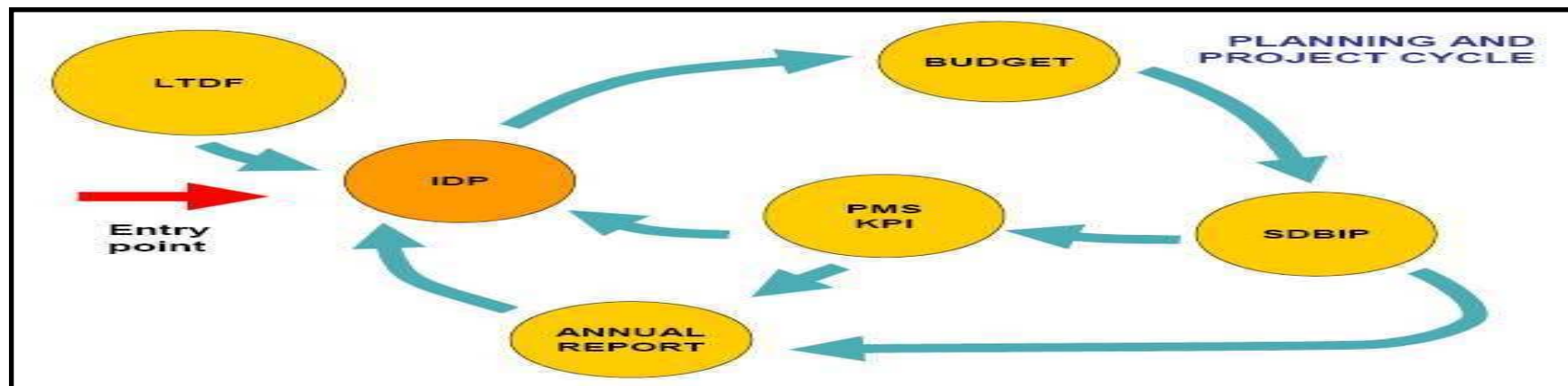
These projections relate to cash paid and should reconcile to the cash-flow statement adopted with the budget document. The focus is monthly projections per vote in addition to projections by source. When reviewing the budget projections against actual, it is useful to consider revenue and expenditure per vote in order to gain a more complete picture of budget projections against the actual.

4.3. Quarterly Projections of Service Delivery Targets and Performance Indicators for each vote (Annexure A)

Service delivery targets relate to the level and standard of service being provided to the community and include targets for reducing backlogs of basic services. This component of the SDBIP requires non-financial measurable performance objectives in the form of service delivery targets and other indicators of performance.

5. STRATEGIC DIRECTION AND PLANNING CYCLE

A seamless process between the Long-Term Development Framework (African Sky Accord), IDP, SDBIP, Performance Management System (PMS) and Annual report would create an enabling environment for the Municipality to achieve its deliverables.



The MFMA clearly outlines the elements of the SDBIP to provide an order of logical sequence to ensure that the principal aim of the SDBIP of aligning the IDP to the Budget is achieved.

It is a requirement of the Municipal Systems Act that Municipalities should implement a Performance Management System linked to the SDBIP that is in line with its strategic priorities, objectives, indicators and targets as contained in its Integrated Development Plan. The core components of the performance management framework which inform the SDBIP are:

- Setting of key performance areas, objectives, key performance indicators, standards and targets
- Setting of measurable performance targets

Performance monitoring

Reviewing and measuring performance at least twice a year

Steps to improve performance

Implement a process of regular reporting

6. THE BUDGET PROCESS

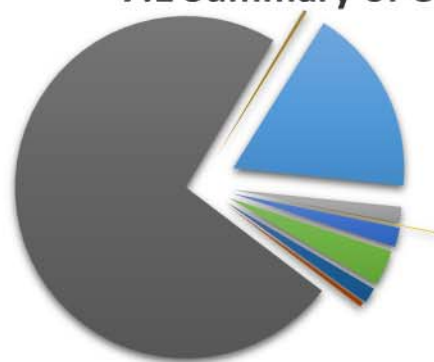
Background to the Budget Preparation Process budget is the mechanism that translates plans into actions. Council plays a critical role in ensuring policy priorities are reflected in the budget. The MFMA requires that council submit a detailed plan of the budget process for the ensuing financial year for approval.

7. SUMMARY ANALYSIS OF FINANCIAL PERFORMANCE INDICATORS:

7.1 Summary of Operating Revenue for the Draft Budget

REVENUE BY SOURCE	AMOUNT
Property Rate	32 012
Property Rate Penalties	-
Service Charges – Refuse Removal	2 723
Retail on facilities and Equipment	173
Interest Earn – External Investment	3 283
Fines	6 109
Licence on Penalties	2 651
Agency Services	783
Transfers Recognised - Operational	132 181
Other Revenue	592

7.1 Summary of Operating Revenue for the year



- Property rates
- Property Rates penalties
- Service charges - refuse revenue
- Rental of facilities and equipment
- Interest earned - external investments
- Fines
- Licences and permits
- Agency services
- Transfers recognised - operational
- Other revenue

7.2 Summary of Operating Expenditure for the Draft Budget

EXPENDITURE BY SOURCE	AMOUNT
Employee Related Costs	88 896
Remuneration Of Councillors	10 578
Debts Impairments	5 818
Depreciation & Assets Impairments	24 337
Finance Charges	1 691
Other Material	1 520
Contracted Services	24 558
Transfers and Grants	92
Other Expenditure	30 332

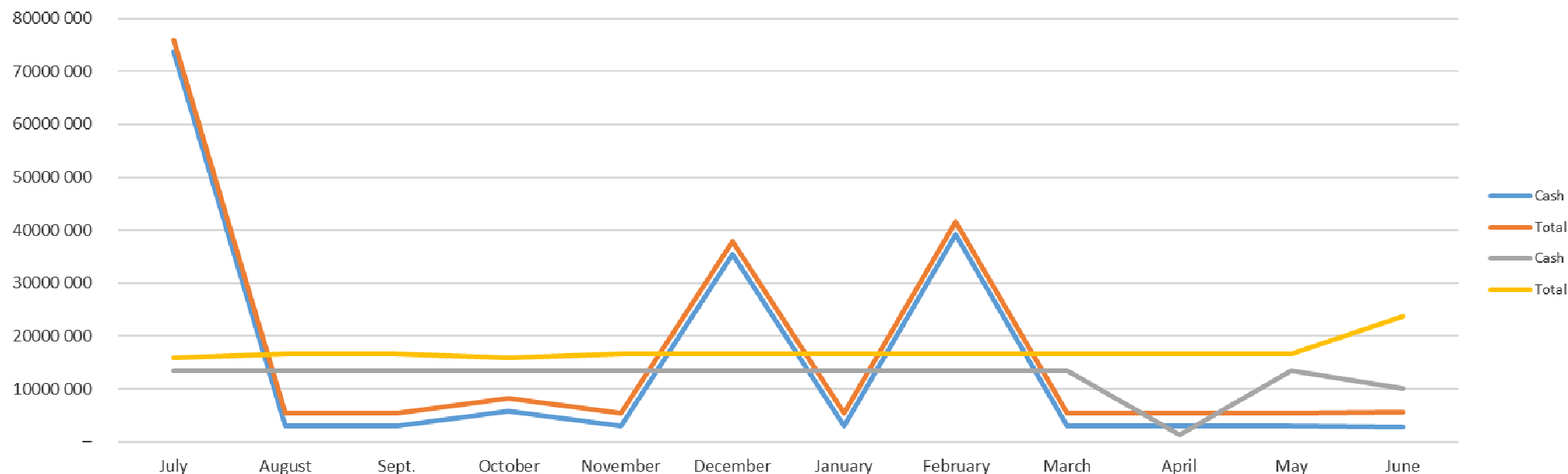
Summary of Expenditure for the Year



7.3 Monthly Cash Flow Projections Draft Budget

R thousand	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Cash Receipts by Source	73 653	3 011	3 011	5 807	3 011	35 517	3 011	39 247	3 011	3 011	3 011	2 819
Total Cash Receipts by Source	76 012	5 369	5 369	8 165	5 369	37 875	5 369	41 606	5 369	5 369	5 369	5 677
Cash Payments by Type	12 844	13 536	13 544	12 836	13 544	13 536	13 544	13 544	13 544	13 544	13 544	10 109
Total Cash Payments by Type	15 923	16 615	16 623	15 915	16 623	16 615	16 623	16 623	16 623	16 623	16 623	23 757

7.3 Monthly Cash-Flow Projection



R thousand	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Cash Receipts By Source															
Property rates	1 856	1 856	1 856	1 856	1 856	1 856	1 856	1 856	1 856	1 856	1 856	1 996	22 408	23 618	24 894
Service charges - electricity revenue													-		
Service charges - water revenue													-		
Service charges - sanitation revenue													-		
Service charges - refuse revenue	158	158		158	158	158	158	158					1	1	1

			158						158	158	158	28	770	865	966
Rental of facilities and equipment	14	14	14	14	14	14	14	14	14	14	14	14	173 3	182 3	192 3
Interest earned - external investments	290	290	290	290	290	290	290	290	290	290	290	89	283	460	647
Interest earned - outstanding debtors												–			
Dividends received												–			
Fines, penalties and forfeits	356	356	356	356	356	356	356	356	356	356	356	357	4 276	4 507	4 751
Licences and permits	221	221	221	221	221	221	221	221	221	221	221	221	2 651	2 794	2 945
Agency services	65	65	65	65	65	65	65	65	65	65	65	65	783	825	870
Transfer receipts - operational	70 643	–	–	2 796		32 506		36 237				–	142 181	150 934	154 300
Other revenue	49	49	49	49	49	49	49	49	49	49	49	49	592	624	658
Cash Receipts by Source	73 653	3 011	3 011	5 807	3 011	35 517	3 011	39 247	3 011	3 011	3 011	2 819	178 117	188 810	194 222
Other Cash Flows by Source															
Transfer receipts - capital	2 359	2 359	2 359	2 359	2 359	2 359	2 359	2 359	2 359	2 359	2 359	2 859	28 804	29 710	31 374
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)												–			
Proceeds on disposal of PPE												–			
Short term loans												–			
Borrowing long term/refinancing												–			
Increase (decrease) in consumer deposits												–			
Decrease (Increase) in non-current debtors												–			
Decrease (increase) other non-current receivables												–			
Decrease (increase) in non-current investments												–			
Total Cash Receipts by Source	76 012	5 369	5 369	8 165	5 369	37 875	5 369	41 606	5 369	5 369	5 369	5 677	206 921	218 520	225 596

Cash Payments by Type	7	7	7				7		7	7	7	7	88	93	98
Employee related costs	420	420	420	7 420	7 420	7 420	420	7 420	420	420	420	282	896	697	756
Remuneration of councillors	882	882	882	882	882	882	882	882	882	882	882	881	10	11	11
Finance charges	141	141	141	141	141	141	141	141	141	141	141	140	578	149	751
Bulk purchases - Electricity													1	1	
Bulk purchases - Water & Sewer													691	277	851
Other materials	127	127	127	127	127	127	127	127	127	127	127	127	1	1	1
Contracted services	2	2	2				2		2	2	2	127	520	602	689
Transfers and grants - other municipalities	198	198	198	2 198	2 198	2 198	198	2 198	198	198	198	381	24	23	24
Transfers and grants - other													558	209	462
Other expenditure	8	8	8	8	8	8	8	8	8	8	8	0	1		
	2	2	2				2		2	2	2	1	92	97	102
	069	761	769	2 061	2 769	2 761	769	2 769	769	769	769	298	30	31	33
Cash Payments by Type	12	13	13	12 836	13 544	13 536	13	13 544	13	13	13	10	157	163	171
	844	536	544				544		544	544	544	109	667	000	307
Other Cash Flows/Payments by Type															
Capital assets	2	2	2	2 775	2 775	2 775	2	2 775	2	2	2	3	33	29	31
Repayment of borrowing	775	775	775				775		775	775	775	345	874	710	374
Other Cash Flows/Payments	304	304	304	304	304	304	304	304	304	304	304	303	3	4	4
												10	642	012	438
												000	10	13	8
												000	000	362	000
Total Cash Payments by Type	15	16	16	15 915	16 623	16 615	16	16 623	16	16	16	23	205	210	215
	923	615	623				623		623	623	623	757	182	084	119
NET INCREASE/(DECREASE) IN CASH HELD	60	(11	(11	(7	(11 253)	21 261	(11	24 983	(11	(11	(11	(18	1	8	10
	089	245)	253)	749)			253)		253)	253)	253)	080)	739	436	477
Cash/cash equivalents at the month/year begin:	22	82	71	59 959	52 209	40 956	62	50 963	75	64	53	42	22	24	32
	368	457	212				217		946	693	440	186	368	107	543
Cash/cash equivalents at the month/year end:	82	71	59	52 209	40 956	62 217	50	75 946	64	53	42	24	24	32	43
	457	212	959				963		693	440	186	107	107	543	020

Functional Classification Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19	2019/20 Medium Term Revenue & Expenditure Framework
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R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue - Functional										
<i>Municipal governance and administration</i>		209 597	208 175	144 206	154 199	151 709	151 709	167 701	177 679	188 556
Executive and council		209 597	208 175	103 347	110 930	110 930	110 930	124 999	132 774	141 328
<i>Mayor and Council</i>		209 597	208 175	103 347	110 904	110 904	110 904	124 977	132 751	141 304
<i>Municipal Manager, Town Secretary and Chief Executive</i>				-	27	27	27	22	23	24
Finance and administration		-	-	40 859	43 269	40 779	40 779	42 702	44 905	47 228
<i>Administrative and Corporate Support</i>				904				-	-	-
<i>Asset Management</i>				-				-	-	-
<i>Finance</i>				38 896	42 969	40 658	40 658	42 672	44 874	47 194
<i>Fleet Management</i>								-	-	-
<i>Human Resources</i>						65	65	-	-	-
<i>Information Technology</i>								-	-	-
<i>Legal Services</i>								-	-	-
<i>Marketing, Customer Relations, Publicity and Media Co-ordination</i>								-	-	-
<i>Property Services</i>								-	-	-
<i>Risk Management</i>								-	-	-
<i>Security Services</i>								-	-	-
<i>Supply Chain Management</i>								-	-	-
<i>Valuation Service</i>				238 821	300	56	56	30	32	33
Internal audit		-	-	-	-	-	-	-	-	-
<i>Governance Function</i>										
<i>Community and public safety</i>		-	-	5 791	5 967	6 587	6 587	6 321	3 993	4 226

Community and social services	-	-	1 408	2 880	479 ³	3 479	093 ³	267 ³	461 ³
<i>Aged Care</i>			-	-	-	-	-	-	-
<i>Agricultural</i>			-	-	-	-	-	-	-
<i>Animal Care and Diseases</i>			-	-	-	-	-	-	-
<i>Cemeteries, Funeral Parlours and Crematoriums</i>			-	44	44	44	46	49	52
<i>Child Care Facilities</i>			-	-	-	-	-	-	-
<i>Community Halls and Facilities</i>			194	115	714	714	173	182	192
<i>Consumer Protection</i>			-	-	-	-	-	-	-
<i>Cultural Matters</i>			-	-	-	-	-	-	-
<i>Disaster Management</i>			-	-	-	-	-	-	-
<i>Education</i>			-	-	-	-	-	-	-
<i>Indigenous and Customary</i>			-	-	-	-	-	-	-
<i>Law</i>			-	-	-	-	-	-	-
<i>Industrial Promotion</i>			-	-	-	-	-	-	-
<i>Language Policy</i>			-	-	-	-	-	-	-
<i>Libraries and Archives</i>			1 031	2 529	529 ²	2 529	672 ²	823 ²	992 ²
<i>Literacy Programmes</i>			-	-	-	-	-	-	-
<i>Media Services</i>			-	-	-	-	-	-	-
<i>Museums and Art Galleries</i>			183	192	192	192	202	213	225
<i>Population Development</i>			-	-	-	-	-	-	-
<i>Provincial Cultural Matters</i>			-	-	-	-	-	-	-
<i>Theatres</i>			-	-	-	-	-	-	-
<i>Zoo's</i>			-	-	-	-	-	-	-
Sport and recreation	-	-	-	2 467	467 ²	2 467	576 ²	39	41
<i>Beaches and Jetties</i>			-	-	-	-	-	-	-

Casinos, Racing, Gambling, Wagering							-		
Community Parks (including Nurseries)			-	-	-	-	2	-	-
Recreational Facilities			-	-	-	-	576	39	41
Sports Grounds and Stadiums			-	2 467	467	2 467	-	-	-
			-	-	-	-	-	-	-
Public safety	-	-	4 383	620	641	641	652	687	725
Civil Defence									
Cleansing							-	-	-
Control of Public Nuisances							-	-	-
Fencing and Fences							-	-	-
Fire Fighting and Protection							-	-	-
Licensing and Control of Animals							-	-	-
Police Forces, Traffic and Street Parking Control			4 383	620	641	641	652	687	725
Pounds							-	-	-
Housing	-	-	-	-	-	-	-	-	-
Housing									
Informal Settlements									
Health	-	-	-	-	-	-	-	-	-
Ambulance									
Health Services									
Laboratory Services									
Food Control									
Health Surveillance and Prevention of Communicable Diseases including immunizations									
Vector Control									
Chemical Safety									
Economic and environmental services	-	-	79 214	28 401	39 853	39 853	29 123	30 047	31 729

Planning and development	-	-	79 214	28 401	39 853	39 853	29 123	30 047	31 729
<i>Billboards</i>									
<i>Corporate Wide Strategic</i>			-	-	-	-	-	-	-
<i>Planning (IDPs, LEDs)</i>			16	37	37	37	39	41	44
<i>Central City Improvement</i>									
<i>District</i>			-	-	-	-	-	-	-
<i>Development Facilitation</i>			-	-	-	-	-	-	-
<i>Economic</i>			-	-	-	-	-	-	-
<i>Development/Planning</i>			-	-	-	-	-	-	-
<i>Regional Planning and</i>			-	-	-	-	-	-	-
<i>Development</i>									
<i>Town Planning, Building</i>									
<i>Regulations and Enforcement, and</i>									
<i>City Engineer</i>			454	568	275	275	780	295	311
<i>Project Management Unit</i>			78	27	39	39	28	29	31
<i>Provincial Planning</i>			743	795	541	541	304	710	374
<i>Support to Local Municipalities</i>			-	-	-	-	-	-	-
			-	-	-	-	-	-	-
Road transport	-	-	-	-	-	-	-	-	-
<i>Public Transport</i>									
<i>Road and Traffic Regulation</i>									
<i>Roads</i>									
<i>Taxi Ranks</i>									
Environmental protection	-	-	-	-	-	-	-	-	-
<i>Biodiversity and Landscape</i>									
<i>Coastal Protection</i>									
<i>Indigenous Forests</i>									
<i>Nature Conservation</i>									
<i>Pollution Control</i>									
<i>Soil Conservation</i>									
Trading services	-	-	2 438	10 238	10 572	10 572	2 723	2 870	3 025
Energy sources	-	-	-	7 984	984	7 984	-	-	-
<i>Electricity</i>									
<i>Street Lighting and Signal</i>			-	7 984	984	7 984			

Systems									
Nonelectric Energy									
Water management		-	-	-	-	-	-	-	-
Water Treatment									
Water Distribution									
Water Storage									
Waste water management		-	-	-	-	-	-	-	-
Public Toilets									
Sewerage									
Storm Water Management									
Waste Water Treatment									
Waste management		-	-	2 438	2 254	2 588	2 723	2 870	3 025
Recycling									
Solid Waste Disposal (Landfill							-	-	-
Sites)	Solid Waste Removal						-	-	-
Street Cleaning				2 438	2 254	588	2 723	2 870	3 025
Other		-	-	17	3 728	272	3 272	442	3 628
Abattoirs				-	-	-	-	-	-
Air Transport				-	-	-	-	-	-
Forestry				-	-	-	-	-	-
Licensing and Regulation				-	3 700	244	3 244	413	3 597
Markets				-	-	-	-	-	-
Tourism				17	28	28	28	29	31
Total Revenue - Functional	2	209 597	208 175	231 666	202 533	211 994	211 994	209 310	218 217
Expenditure - Functional		-							
Municipal governance and administration		-							
Executive and council		-							
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		-							
		-							

		831	245	010	176	290	290	097	562	213
<i>Mayor and Council</i>		157	177	30	24	26	26	24	26	27
<i>Municipal Manager, Town Secretary and Chief Executive</i>	-	831	245	909	041	633	633	737	021	481
	-			3 101	3 134	657	2 657	360	541	732
Finance and administration	-	-	-	31 588	58 015	69 312	69 312	67 286	72 381	75 741
<i>Administrative and Corporate Support</i>	-			4 245	995	753	753	954	762	613
<i>Asset Management</i>	-			3 932	3 514	710	2 710	037	201	374
<i>Finance</i>	-			9 117	134	317	317	157	139	317
<i>Fleet Management</i>	-			3 246	2 383	330	3 330	348	529	719
<i>Human Resources</i>	-			3 802	4 201	666	4 666	121	398	689
<i>Information Technology</i>	-			2 976	3 054	347	3 347	440	626	822
<i>Legal Services</i>	-			3 565	1 028	134	1 134	158	221	287
<i>Marketing, Customer Relations, Publicity and Media Co-ordination</i>	-			703	1 071	062	1 062	212	277	302
<i>Property Services</i>	-			-	-	-	-	-	-	-
<i>Risk Management</i>	-				607	037	1 037	317	442	574
<i>Security Services</i>	-			-	2 671	438	2 438	574	714	860
<i>Supply Chain Management</i>	-			-	2 356	518	1 518	966	072	184
<i>Valuation Service</i>	-			-	-	-	-	-	-	-
Internal audit	-	-	-	21 024	1 757	579	1 579	897	000	108
<i>Governance Function</i>	-			21 024	1 757	579	1 579	897	000	108
<i>Community and public safety</i>	-	-	-	33 520	44 071	37 819	37 819	40 103	39 593	41 731
Community and social services	-	-	-	23 383	32 196	26 762	26 762	28 066	29 582	31 179
<i>Aged Care</i>	-			-	-	-	-	-	-	-
<i>Agricultural</i>	-			-	-	-	-	-	-	-

<i>Animal Care and Diseases</i>	-			-	-	-	-	-	-	-
<i>Cemeteries, Funeral Parlours and Crematoriums</i>	-			133	4	-	-	-	-	-
<i>Child Care Facilities</i>	-			-	-	-	-	-	-	-
<i>Community Halls and Facilities</i>	-			18	25	19	19	20	21	22
<i>Consumer Protection</i>	-			621	502	644	644	109	195	339
<i>Cultural Matters</i>	-			-	-	-	-	-	-	-
<i>Disaster Management</i>	-			-	-	-	-	-	-	-
<i>Education</i>	-			2 553	3 820	027	4 027	110	331	565
<i>Indigenous and Customary</i>	-			-	-	-	-	-	-	-
<i>Law</i>	-			-	-	-	-	-	-	-
<i>Industrial Promotion</i>	-			-	-	-	-	-	-	-
<i>Language Policy</i>	-			-	-	-	-	-	-	-
<i>Libraries and Archives</i>	-			-	-	-	-	-	-	-
<i>Literacy Programmes</i>	-			1 655	2 144	416	2 416	133	302	481
<i>Media Services</i>	-			-	-	-	-	-	-	-
<i>Museums and Art Galleries</i>	-			-	-	-	-	-	-	-
<i>Population Development</i>	-			420	725	674	674	714	753	794
<i>Provincial Cultural Matters</i>	-			-	-	-	-	-	-	-
<i>Theatres</i>	-			-	-	-	-	-	-	-
<i>Zoo's</i>	-			-	-	-	-	-	-	-
	-			-	-	-	-	-	-	-
<i>Sport and recreation</i>	-	-	-	-	3 454	608	3 608	849	380	455
<i>Beaches and Jetties</i>	-									
<i>Casinos, Racing, Gambling, Wagering</i>	-							-	-	-
<i>Community Parks (including Nurseries)</i>	-							3	1	1
<i>Recreational Facilities</i>	-							849	380	455
	-			-	3 454	3	3 608		-	-

					608		-		
<i>Sports Grounds and Stadiums</i>	-						-	-	-
Public safety	-	-	10	6 259	5	5 257	5	6	6
<i>Civil Defence</i>	-		137		257		832	146	478
<i>Cleansing</i>	-						-	-	-
<i>Control of Public Nuisances</i>	-						-	-	-
<i>Fencing and Fences</i>	-						-	-	-
<i>Fire Fighting and Protection</i>	-						-	-	-
<i>Licensing and Control of Animals</i>	-						-	-	-
<i>Police Forces, Traffic and Street Parking Control Pounds</i>	-		10	6 259	5	5 257	5	6	6
	-		137		257		832	146	478
	-						-	-	-
Housing	-	-	-	2 162	2	2 192	2	2	2
<i>Housing</i>	-				192		357	484	618
	-		-	2 162	2	2 192	2	2	2
<i>Informal Settlements</i>	-				192		357	484	618
Health	-	-	-	-	-	-	-	-	-
<i>Ambulance</i>	-								
<i>Health Services</i>	-								
<i>Laboratory Services</i>	-								
<i>Food Control</i>	-								
<i>Health Surveillance and Prevention of Communicable Diseases including immunizations</i>	-								
<i>Vector Control</i>	-								
<i>Chemical Safety</i>	-								
<i>Economic and environmental services</i>	-	-	57	26	30	30	32	34	36
	-		492	920	294	294	551	369	238
Planning and development	-	-	57	26	30	30	32	34	36
<i>Billboards</i>	-		492	920	294	294	551	369	238
	-		-	-	-	-	-	-	-
<i>Corporate Wide Strategic Planning (IDPs, LEDs)</i>	-		2 069	2 904	2	2 484	2	2	3
	-				484		756	904	061

Central City Improvement District	-			-	-	-	-	-	-
Development Facilitation	-			-	-	-	-	-	-
Economic	-			-	-	-	-	-	-
Development/Planning	-			-	-	-	-	-	-
Regional Planning and	-		50	20	24	24	26	27	28
Development	-		437	910	427	427	079	488	972
Town Planning, Building	-								
Regulations and Enforcement, and	-				1		1	1	1
City Engineer	-		2 401	1 238	206	1 206	371	446	524
Project Management Unit	-				2		2	2	2
Provincial Planning	-		2 585	1 868	177	2 177	345	531	681
Support to Local Municipalities	-		-	-	-	-	-	-	-
	-		-	-	-	-	-	-	-
Road transport	-	-	-	-	-	-	-	-	-
Public Transport	-								
Road and Traffic Regulation	-								
Roads	-								
Taxi Ranks	-								
Environmental protection	-	-	-	-	-	-	-	-	-
Biodiversity and Landscape	-								
Coastal Protection	-								
Indigenous Forests	-								
Nature Conservation	-								
Pollution Control	-								
Soil Conservation	-								
Trading services	-	-	-	19	18	18	11	11	12
	-			990	616	616	169	758	377
Energy sources	-	-	-	8 960	756	8 756	819	864	910
Electricity	-				8				
	-		-	8 960	756	8 756	819	864	910
Street Lighting and Signal	-								
Systems	-						-	-	-
Nonelectric Energy	-						-	-	-
	-								
Water management	-	-	-	-	-	-	-	-	-
Water Treatment	-								

<i>Water Distribution</i>	-								
<i>Water Storage</i>	-								
Waste water management	-	-	-	-	-	-	-	-	-
<i>Public Toilets</i>	-								
<i>Sewerage</i>	-								
<i>Storm Water Management</i>	-								
<i>Waste Water Treatment</i>	-								
Waste management	-	-	-	11 030	9 860	9 860	10 350	10 894	11 467
<i>Recycling</i>	-						-	-	-
<i>Solid Waste Disposal (Landfill Sites)</i>	-						-	-	-
<i>Solid Waste Removal</i>	-			11 030	9 860	9 860	10 350	10 894	11 467
<i>Street Cleaning</i>	-						-	-	-
<i>Other</i>	-	-	1 547	5 089	878	4 878	6 719	7 082	7 464
Abattoirs	-		-	-	-	-	-	-	-
Air Transport	-		-	-	-	-	-	-	-
Forestry	-		-	-	-	-	-	-	-
Licensing and Regulation	-		-	3 246	683	2 683	4 186	4 412	4 650
Markets	-		-	-	-	-	-	-	-
Tourism	-		1 547	1 843	195	2 195	2 533	2 670	2 814
Total Expenditure - Functional	3	157 831	177 245	179 181	183 018	191 789	187 822	196 742	206 871
Surplus/(Deficit) for the year		51 766	30 930	52 484	19 515	20 205	21 488	21 474	24 488

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	1									
<u>Capital expenditure on new assets by Asset Class/Sub-</u>										

<u>class</u>									
-	35		18	18		24	23	29	31
<u>Infrastructure</u>	849	28 817	047	170	24 607	607	680	710	734
Roads Infrastructure	35		18	18		24	23	29	31
	849	28 817	047	170	24 607	607	680	710	734
<i>Roads</i>	35		18	18		24	21	29	31
	849	28 817	047	170	24 607	607	711	710	734
<i>Road Structures</i>							1 969	-	-
<i>Road Furniture</i>							-	-	-
<i>Capital Spares</i>							-	-	-
Storm water Infrastructure	-	-	-	-	-	-	-	-	-
<i>Drainage Collection</i>									
<i>Storm water Conveyance</i>									
<i>Attenuation</i>									
Electrical Infrastructure	-	-	-	-	-	-	-	-	-
<i>Power Plants</i>									
<i>HV Substations</i>									
<i>HV Switching Station</i>									
<i>HV Transmission Conductors</i>									
<i>MV Substations</i>									
<i>MV Switching Stations</i>									
<i>MV Networks</i>									
<i>LV Networks</i>									
<i>Capital Spares</i>									
Water Supply Infrastructure	-	-	-	-	-	-	-	-	-
<i>Dams and Weirs</i>									
<i>Boreholes</i>									
<i>Reservoirs</i>									
<i>Pump Stations</i>									
<i>Water Treatment Works</i>									
<i>Bulk Mains</i>									

<i>Distribution</i>								
<i>Distribution Points</i>								
<i>PRV Stations</i>								
<i>Capital Spares</i>								
Sanitation Infrastructure	-	-	-	-	-	-	-	-
<i>Pump Station</i>								
<i>Reticulation</i>								
<i>Waste Water Treatment Works</i>								
<i>Outfall Sewers</i>								
<i>Toilet Facilities</i>								
<i>Capital Spares</i>								
Solid Waste Infrastructure	-	-	-	-	-	-	-	-
<i>Landfill Sites</i>								
<i>Waste Transfer Stations</i>								
<i>Waste Processing Facilities</i>								
<i>Waste Drop-off Points</i>								
<i>Waste Separation Facilities</i>								
<i>Electricity Generation Facilities</i>								
<i>Capital Spares</i>								
Rail Infrastructure	-	-	-	-	-	-	-	-
<i>Rail Lines</i>								
<i>Rail Structures</i>								
<i>Rail Furniture</i>								
<i>Drainage Collection</i>								
<i>Storm water Conveyance</i>								
<i>Attenuation</i>								
<i>MV Substations</i>								
<i>LV Networks</i>								
<i>Capital Spares</i>								
Coastal Infrastructure	-	-	-	-	-	-	-	-
<i>Sand Pumps</i>								

<i>Piers</i>								
<i>Revetments</i>								
<i>Promenades</i>								
<i>Capital Spares</i>								
Information and Communication Infrastructure	-	-	-	-	-	-	-	-
<i>Data Centres</i>								
<i>Core Layers</i>								
<i>Distribution Layers</i>								
<i>Capital Spares</i>								
Community Assets	31 761	28 313	40 973	14 625	20 433	20 433	4 624	-
Community Facilities	31 761	28 313	40 973	8 548	15 242	15 242	4 624	-
<i>Halls</i>	31 761	28 313	40 813	3 548	3 843	3 843	4 624	
<i>Centres</i>			159	5 000	6 153	6 153		
<i>Crèches</i>								
<i>Clinics/Care Centres</i>								
<i>Fire/Ambulance Stations</i>								
<i>Testing Stations</i>								
<i>Museums</i>								
<i>Galleries</i>								
<i>Theatres</i>								
<i>Libraries</i>								
<i>Cemeteries/Crematoria</i>								
<i>Police</i>								
<i>Parks</i>								
<i>Public Open Space</i>								
<i>Nature Reserves</i>								
<i>Public Ablution Facilities</i>								
<i>Markets</i>					5 246	5 246		
<i>Stalls</i>								

<i>Abattoirs</i>								
<i>Airports</i>								
<i>Taxi Ranks/Bus Terminals</i>								
<i>Capital Spares</i>								
Sport and Recreation Facilities	-	-	-	6 077	5 191	5 191	-	-
<i>Indoor Facilities</i>				6 077	5 191	5 191		
<i>Outdoor Facilities</i>								
<i>Capital Spares</i>								
<u>Heritage assets</u>	-	-	-	-	-	-	-	-
Monuments								
Historic Buildings								
Works of Art								
Conservation Areas								
Other Heritage								
<u>Investment properties</u>	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-
<i>Improved Property</i>								
<i>Unimproved Property</i>								
Non-revenue Generating	-	-	-	-	-	-	-	-
<i>Improved Property</i>								
<i>Unimproved Property</i>								
<u>Other assets</u>	-	-	-	-	-	-	-	-
Operational Buildings	-	-	-	-	-	-	-	-
<i>Municipal Offices</i>								
<i>Pay/Enquiry Points</i>								
<i>Building Plan Offices</i>								
<i>Workshops</i>								

<i>Yards</i>								
<i>Stores</i>								
<i>Laboratories</i>								
<i>Training Centres</i>								
<i>Manufacturing Plant</i>								
<i>Depots</i>								
<i>Capital Spares</i>								
Housing	-	-	-	-	-	-	-	-
<i>Staff Housing</i>								
<i>Social Housing</i>								
<i>Capital Spares</i>								
<u>Biological or Cultivated Assets</u>	-	-	-	-	-	-	-	-
Biological or Cultivated Assets								
<u>Intangible Assets</u>	408	853	97	-	-	-	1 700	-
<i>Servitudes</i>								
<i>Licences and Rights</i>	408	853	97	-	-	-	1 700	-
<i>Water Rights</i>							-	
<i>Effluent Licenses</i>							-	
<i>Solid Waste Licenses</i>							-	
<i>Computer Software and Applications</i>	408	853	97				1 700	
<i>Load Settlement Software Applications</i>							-	
<i>Unspecified</i>							-	
<u>Computer Equipment</u>	1 039	670	631	200	739	739	200	-
Computer Equipment	1 039	670	631	200	739	739	200	
<u>Furniture and Office Equipment</u>	1 032	611	9	805	1 058	1 058	450	-
Furniture and Office Equipment	1 032	611	9	805	1 058	1 058	450	

<u>Machinery and Equipment</u>		1 962	1 602	2 141	1 675	1 504	1 504	2 070	-	-
Machinery and Equipment		1 962	1 602	2 141	1 675	1 504	1 504	2 070		
<u>Transport Assets</u>		831	1 629	17 967	-	100	100	650	-	-
Transport Assets		831	1 629	17 967		100	100	650		
<u>Land</u>		-	-	-	-	-	-	500	-	-
Land								500		
<u>Zoo's, Marine and Non-biological Animals</u>		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals										
Total Capital Expenditure on new assets	1	72 883	62 495	79 865	35 475	48 442	48 442	33 874	29 710	31 734

2019/2020 SDBIP analysis

KPA1 Municipal Transformation.

KPA2 Service Delivery, the overall performance is in a satisfactory standard.

KPA3 Local Economic and Social development.

KPA4 Financial Viability.

KPA5 Cross-cutting.

ANNEXURE A

KPA	GOAL	OBECTIVE	IDP REF NO	STRATEGY	INDICATOR	2019-2020 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN SDBIP									PORTFOLIO OF EVIDENCE	WARD/DE PARTMENTS
						PROJECT NAME	DEMAND	BASELINE	BACKLOG	ANNUAL TARGET	Q1 TARGET	Q2 TARGET	Q3 TARGET	Q4 TARGET		
Municipal Transformation and Institutional Development	To transform and develop institutional capacity to create an effective and efficient organization	To improve institutional and organizational capacity	MTODO1	The signing of performance agreements	Number of performance agreements signed reflecting national government priorities	Number of performance agreements signed reflecting national government priorities	5	5	0	5	5	5	5	5	COUNCIL RESOLUTION	CORPORATE SERVICES
			MTOD02	Review and implement an effective organogram	Date of adopted reviewed organogram	Date of adopted reviewed organogram	30-Jun-20	30-Jun-19	None	30-Jun-20				30-Jun-20	COUNCIL RESOLUTION	
			MTOD03	Implementation of Workplace Skills Plan (WSP)	Number of trainings held as per the WSP	Number of trainings held as per the WSP	10	10	0	10	2	3	3	2	ATTENDANCE REGISTER	
			MTOD04	Implementation of the Employment Equity Plan	% of people from employment equity target group employed in the three highest levels of management	% of people from employment equity target group employed in the three highest levels of management	100%	100%	0	100%	100%	100%	100%	100%	EMPLOYMENT EQUITY PLAN	
			MTOD05	To provide an effective and efficient HR support	Number of wellness programmes implemented in a year	Number of wellness programmes implemented in a year	1	1	1	1				1	ATTENDANCE REGISTERS	
			MTOD06		Number of biometric system reports printed	Number of biometric system reports printed	12	12	0	12	3	3	3	3	SYSTEM REPORTS	
			MTOD07		Number of Local Labour Forum meetings held	Number of Local Labour Forum meetings held	4	4	0	4	1	1	1	1	ATTENDANCE REGISTERS OF LLF MEETINGS	
			MTOD08		100% job description of all posts in an organogram	100% job description of all posts in an organogram	100%	100%	0	100%	100%	100%	100%	100%	JOB DESCRIPTION FILE	
			MTOD09	To improve the standard of administration and auxilliary support	100% Functional Registry	100% Functional Registry	100%	100%	0	100%	100%	100%	100%	100%	FILE CONTROL CARD	
			MTOD10	To promote a sound council support	100% Delivery of agenda on time Exco, Council & Traditional Leaders	100% Delivery of agenda on time to Exco, Council & Traditional leaders	100%	100%	0	100%	100%	100%	100%	100%	DISTRIBUTION REGISTERS/PROOF OF EMAILS	
			MTOD11	Review and implement Performance Management System	Number of quarterly performance reports reviews conducted and submitted to council	Number of quarterly performance reports reviews conducted and submitted to council	4	4	0	4	1	1	1	1	QUARTERLY PERFORMANCE REPORTS & COUNCIL RESOLUTIONS	MUNICIPAL MANAGER
					Number of reports submitted on performance in terms of S46 of the MSA	Number of reports submitted on performance in terms of S46 of the MSA	1	1	0	1				1	ANNUAL PERFORMANCE REPORTS & COUNCIL RESOLUTION	
					% of evaluated Middle Managers (PMS)	% of evaluated Middle Managers (PMS)	100%	100%	0	100%			100%		PERFORMANCE EVALUATION SCORE/ATTENDANCE REGISTER	
					% of evaluated Senior Managers (PMS)	% of evaluated Senior Managers (PMS)	100%	100%	0	100%			100%		PERFORMANCE EVALUATION SCORE/ATTENDANCE REGISTER	

				Maintenance of clean audit opinion	Number of Performance Audit Committee Meetings held	Number of Performance Audit Committee Meetings held	4	4	0	4	1	1	1	1	ATTENDANCE REGISTERS		
					Number of Performance Audit Reports submitted to council	Number of Performance Audit Reports submitted to council	4	4	0	4	1	1	1	1	PAC REPORT		
					Ensuring and maintaining the Unqualified Audit Opinion	Ensuring and maintaining the Unqualified Audit Opinion	30-Jan-20	N/A	N/A	30-Jan-20				30-Jan-20	AUDIT OPINION		
			MTOD12	Risk Management	Number of risk committee meetings attended	Number of risk committee meetings attended	4	0	0	4	1	1	1	1	ATTENDANCE REGISTER	MUNICIPAL MANAGER	
			MTOD13	Ensuring risk actions plans are attended to	Percentage of action plans attended	Percentage of action plans attended	100% of risk action plans attended	100% of risk action plans attended	0	100% of risk action plans attended	25% of risk action plans attended	50% of risk action plans attended	75% of risk action plans attended	100% of risk action plans attended	RISK REGISTER		
Basic Service Delivery and Infrastructure Development	To improve service delivery and facilitate the provision and maintenance of new and existing infrastructure.	Advance access to basic services.	SDID01 (A)	Provide access to solid waste disposal services	Number of households with access to basic solid waste disposal	Number of households with access to basic solid waste disposal	1787	1787	0	1787	1787	1787	1787	1787	BILLING REPORT	ALL WARDS	
					SDID01 (B)	% of households with access to basic solid waste disposal	% of households with access to basic solid waste disposal	100%	100%	0%	100%	100%	100%	100%			100%
			SDID02 (A)	Provision of free basic services (Free Basic services)	Number of households earning less than R4 120 with access to free basic services (Entire households)	Number of households earning less than R4 120 with access to free basic services (Entire households)	1969	1969	0	1969	1969	1969	1969	1969	INDIGENT REGISTER		
					SDID02 (B)	% of households earning less than R4 120 with access to free basic services (Entire households)	% of households earning less than R4 120 with access to free basic services (Entire households)	100%	100%	0	100%	100%	100%	100%			100%
			SDID03 (A)	Improve access to electricity	Amount spent on Free basic electricity	Amount spent on Free basic electricity	R1,035,634.04	R984,443.00	0	R1,035,634.04	R258.908.51	R517,817.02	R776,725.53	R1,035,634.04	FREE BASIC ELECTRICITY REPORT		
					SDID03 (B)	Percentage progress for Ward1 electrification Khethani infills	Percentage progress for Ward 1 electrification Khethani Infills	100%	50%	50%	100%	60%	80%	90%	100%	PROGRESS REPORT/PRECTICAL COMPLETION CERTIFICATE	
			SDID03 (C)		Percentage progress for Ward2 electrification Emmaus infills	Percentage progress for Ward 2 electrification Emmaus infills	100%	50%	50%	100%	60%	80%	90%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	W2	
			SDID03 (D)		Percentage progress for Ward3 electrification Emhlwazini/Engoba infills	Percentage progress for Ward 3 electrification Emhlwazini/Engobo infills	100%	50%	50%	100%	60%	80%	90%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	W3	
			SDID04	Improve access to roads	Percentage progress for Ezimbokodweni gravel road	Percentage progress for Ezimbokodweni gravel road	100%	70%	30%	100%	80%	90%	100%		PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	W6	
			SDID05		Percentage progress for Qhozo Gravel Road	Percentage progress for Qhozo Gravel Road	100%	70%	30%	100%	80%	90%	100%		PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	W5	
			SDID06		Percentage progress for Mpameni gravel road	Percentage progress for Mpameni gravel road	100%	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	W7	
			SDID07		Percentage progress for Ntumba Vehicular bridge	Percentage progress for Ntumba Vehicular bridge	100%	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL / COMPLETION CERTIFICATE	W10	

			SDID08	Improve facilities for the community	Percentage progress for Mcijeni Community hall	Percentage progress for Mcijeni Community hall	100%	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL / COMPLETION CERTIFICATE	W9
			SDID09	To achieve0 100% CAPEX	The amount of municipal capital budget actual spent on capital projects identified for a particular financial year in terms of the municipality IDP	The amount of municipal capital budget actual spent on capital projects identified for a particular financial year in terms of the municipality IDP	R43,949.0 00.00	R43,942,01 2.73	R0.00	R43.949.000.0 0	R10,987,250.0 0	R21,974,500.0 0	R32,691,750.0 0	R43,949,000.0 0	SECTION 71 REPORTS	FINANCE DERPARTMENTS
			SDID10	Maintenance of Clean audit opinion	Ensuring and maintaining the Unqualified Audit Opinion	Ensuring and maintaining the Unqualified Audit Opinion	30-Jan-20	N/A	N/A	30-Jan-20				30-Jan-20	AUDIT OPINION	
			SDID11	Risk Management	Number of risk committee meetings attended	Number of risk committee meetings attended	4	4	4	4	1	1	1	1	ATTENDANCE REGISTER	MUNICIPAL MANAGER
			SDID12	Ensuring risk actions plans are attended to	Percentage of action plans attended	Percentage of action plans attended	100% of risk action plans attended	100% of risk action plans attended	0	100% of risk action plans attended	25% of risk action plans attended	75% of risk action plans attended	50% of risk action plans attended	100% of risk action plans attended	RISK REGISTER	
Local Economic and Social Development	To respond to social development issues and create a climate conducive for local economic development	Promote economic growth and development	LESD01	Create jobs through LED initiatives	Number of jobs created through municipal LED initiatives including capital projects	Number of jobs created through municipal LED initiatives including capital projects	300	301	0	300	300	300	300	300	PAYROLL LIST	SOCIAL SERVICES
					Amount spent on jobs created through LED initiatives including capital projects	Amount spent on jobs created through LED initiatives including capital projects	R2,539,00. 00	R6,532,000. 00	0	R2,532,000.00	R633,000.00	R1,266,000.00	R1,899,000.00	R2,532,000.00	GENERAL LEDGER PRINTOUT	
					Number of SMMEs and Co-ops supported	Number of SMMEs and Co-ops supported	40	40	0	40	10	10	10	10	LIST OF SMMEs &CO-OPS	
			LESD02	EPWP implementation	12 EPWP functionality reports	12 EPWP functionality reports	12	12	0	12	3	3	3	3	EXPENDITURE REPORT/EPWP REPORT	
			LESD03	Provide support to Local Businesses	Number of Business Forums Held	Number of Business Forums Held	4	4	0	4	1	1	1	1	ATTENDANCE REGISTER OF BUSINESS FORUM	
			LESD04	Provide support to Local Tourism Business	Number of local Tourism forums held	Number of local Tourism forums held	4	4	0	4	1	1	1	1	ATTENDANCE REGISTER OF LTF	
			LESD05	Enhance revenue collection by operating the licensing center	Revenue collected from services rendered	Revenue collected from services rendered	R2,887,15 2.38	R2,500,000. 00	0	R2,887,152.38	R721,788.09	R1,443,576.18	R2,165,364.27	R2,887,152.38	TRANSACTION SUMMARY REPORT	
			LESD06	Maintenance of clean audit	Ensuring and maintaining the Unqualified Audit Opinion	Ensuring and maintaining the Unqualified Audit Opinion	30-Jan-20	N/A	N/A	30-Jan-20				30-Jan-20	AUDIT OPINION	
			LESD07	Risk Management	Number of risk committee meetings attended	Number of risk committee meetings attended	4	4	0	4	1	1	1	1	ATTENDANCE REGISTER	
			LESD08	Ensuring risk actions plans are attended to	Percentage of action plans attended	Percentage of action plans attended	100% of risk action plans attended	100% of risk action plans attended	0	100% of risk action plans attended	25% of risk action plans attended	50% of risk action plans attended	75% of risk action plans attended	100% of risk action plans attended	RISK REGISTER	
Good Governance and Public Participation	To enhance and implement systems and procedures towards accountable local governance.	Effective Public participation	GGPP01	Ensure functional Ward Committees	Number of ward committee meetings held/ Year (15 wards) (1 meeting per month) by 30-Jun-19	Number of ward committee meetings held/ Year (15 wards) (1 meeting per month)	180	180	0	180	45	45	45	45	ATTENDANCE REGISTERS/ MINUTES	ALL WARDS

Financial Viability and Financial Management	To Effectively Manage Municipal Financial Resources in a Sustainable and Accountable Manner	To Improve Budget Implementation in the Municipality	FVFM01	Optimize the expenditure of capital budget	Percentage of Capital budget Implementation (actual capital expenditure/budget capital expenditure x 100)	Percentage of Capital budget implementation (actual capital expenditure/budget capital expenditure *100)	100%	100%	0	100%	25%	50%	75%	100%	SECTION 71 REPORTS	FINANCE DERPARTMENTS
			FVFM02	Optimize revenue collection	% of cash collected from customers against billing	% of cash collected from customers against billing	100%	80%	0	80%	80%	80%	80%	80%	BILLING RECONCILIATION REPORT	
			FVFM03	Optimize revenue of operational budget	Percentage of Operational Budget (OPEX) spent on repairs and maintenance of infrastructure	Percentage of Operational Budget (OPEX) spent on repairs and maintenance of infrastructure	2%	2%	0	2%	0.5%	1%	1.5%	2%	SECTION 71 REPORT	
			FVFM04	Financial viability expressed in ratios	Debt coverage Ratio: Total operational revenue less operational grants/ debt service payment due within the financial year	Debt coverage Ratio: Total operational revenue less operational grants/ debt service payment due within the financial year	2:1	2:1	0	2:1				2:1	AFS	
					Outstanding service debtors to revenue ratio: Total outstanding service debtors divide by annual revenue from services	Outstanding service debtors to revenue ratio: Total outstanding service debtors divide by annual revenue from services	1:1	1:1	0	1:1				1:1	AFS	
					Costs coverage ratio:((available cash less unspent conditional grants-overdraft) plus short term investments) divided (by monthly fixed operating expenditure less depreciation, amortization, prov for bad debts, impairment and loss of disposal of assets)	Costs coverage ratio:((available cash less unspent conditional grant-overdraft) plus short term investments) divided (by monthly fixed operating expenditure less depreciation, amortization, prov for bad debts, impairment and loss of disposal of assets)	2	2	0	2	2	2	2	2	SECTION 71 REPORTS	
			FVFM05	Updating of Fixed Asset Register	Number of updates made on assets physical verification	Number of updates made on assets physical verification	2	2	0	2		1		1	ASSETS PHYSICAL VERIFICATION	
			FVFM06	Ensure mSCOA fully compliance to financial system and ICT server	Maintenance of ICT server infrastructure to fully mSCOA compliance solution	Maintenance of ICT server infrastructure to fully mSCOA compliance solution	100%	100%	0	100%	100%	100%	100%	100%	MSCOA /TREASURY REPOPT	
			FVFM07	To ensure the effective running of supply chain management	Convening of BEC within 30 days after the closing date of an advert (Yes)	Convening of BEC within 30 days after the closing date of an advert (Yes)	BEC meeting convened within 30 working days after the closing date of an advert (Yes)	BEC meeting convened within 30 working days after the closing date of an advert (Yes)	N/A	BEC meeting convened within 30 working days after the closing date of an advert (Yes)	BEC meeting convened within 30 days after the closing date of an advert (Yes)	BEC meeting convened within 30 days after the closing date of an advert (Yes)	BEC meeting convened within 30 days after the closing date of an advert (Yes)	BEC meeting convened within 30 days after the closing date of an advert (Yes)	BEC MINUTES AND ATTENDANCE REGISTERS	
			FVFM08		Convening of BAC within 14 working days after the BEC meetings (Yes)	Convening of BAC within 14 working days after the BEC meetings (Yes)	BAC meeting convened within 14 working days after the BEC meetings (Yes)	BAC meeting convened within 14 working days after the BEC meetings (Yes)	N/A	BAC meeting convened within 14 working days after the BEC meetings (Yes)	BAC meeting convened within 14 working days after the BEC meetings (Yes)	BAC meeting convened within 14 working days after the BEC meetings (Yes)	BAC meeting convened within 14 working days after the BEC meetings (Yes)	BAC meeting convened within 14 working days after the BEC meetings (Yes)	BAC MINUTES AND ATTENDANCE REGISTERS	

			FVFM09	Maintenance of clean audit opinion	Ensuring and maintaining the Unqualified Audit Opinion	Ensuring and maintaining the Unqualified Audit Opinion	30-Jan-20	N/A	N/A	30-Jan-20				30-Jan-20	AUDIT OPINION	MUNICIPAL MANAGER
			FVFM10	Risk Management	Number of risk committee meetings attended	Number of risk committee meetings attended	4	4	0	4	1	1	1	1	ATTENDANCE REGISTER	
			FVFM11	Ensuring risk actions plans are attended to	Percentage of action plans attended	Percentage of action plans attended	100% of risk action plans attended	100% of risk action plans attended	0	100% of risk action plans attended	25% of risk action plans attended	50% of risk action plans attended	75% of risk action plans attended	100% of risk action plans attended	RISK REGISTER	
Cross-Cutting Interventions	Ensure that applications are processed within a required timeframe	Efficient and credible strategic and spatial municipal planning	CRCI01	Implementation of the Spatial Planning and Land Use Management Act	% of applications processed within the legal timeframes	% of applications processed within the legal timeframes	100%	100%	0%	100%	100%	100%	100%	100%	COUNCIL RESOLUTIONS& PLANNERS REPORTS	MUNICIPAL MANAGER
	Preventing or reducing the risk of disasters, Mitigating the severity or consequences of disasters, Emergency preparedness, A rapid and effective response to disasters and, Post-disaster recovery and rehabilitation	To mitigate the effect of disasters and ensure improved responses	CRCI02	Disaster Management Centre	Percentage response to reported disasters	Percentage response to reported disasters	100%	100%	0	100%	100%	100%	100%	100%	DISASTER MANAGEMENT REPORTS	SOCIAL SERVICES
	Providing support to traffic section	To reduce road accidents	CRCI03	Ensuring compliance and safe guarding of community by enforcing national and local legislation	Number of traffic fines issued	Number of traffic fines issued	800	800	0	800	200	300	150	150	REPORT ON TRAFFIC FINES ISSUED	
	Ensure the implementation of the Integrated Development Plan (IDP)	Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services	CRCI04	Adoption and Implementation of the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services	Date of adoption of the IDP	2018/2019 IDP Adoption	30 Jun-20	30- Jun-19	None	30 Jun-20				30 Jun-20	COUNCIL RESOLUTION	CORPORATE SERVICES
					10 critical service identified and included in the IDP		10	10	0	10				10	IDP DOCUMENT	
			CRCI05	Maintenance of clean audit opinion	Ensuring and maintaining the Unqualified Audit Opinion	Ensuring and maintaining the Unqualified Audit Opinion	30-Jan-20	N/A	N/A	30-Jan-20				30-Jan-20	AUDIT OPINION	MUNICIPAL MANEGR
			CRCI06	Risk management	Number of risk committee meeting attended	Number of risk committee meeting attended	4	4	0	4	1	1	1	1	ATTENDEDNCE REGISTER	
			CRCI07	Ensuring risk actions plans are attended to	Percentage of action plans attended	Percentage of action plans attended	100% of risk action plans attended	100% of risk action plans attended	0	100% of risk action plans attended	25% of risk action plans attended	50% of risk action plans attended	75% of risk action plans attended	100% of risk action plans attended	RISK REGISTER	

